Ministry of

ECONOMIC DEVELOPMENT

Business Plan

Alberta
GOVERNMENT OF ALBERTA
CANADA

Introduction

The world is changing rapidly. Alberta Economic Development's clients and stakeholders are operating in an era of increased competition and increasingly globalized markets. On one hand, market opportunities are growing as global trade and investment barriers are brought down. On the other hand, Alberta's enterprises must be able to face the challenges of competition from global players in our own backyard. As Alberta moves from a primarily resource-based economy to one that is more diversified, knowledge, innovation and competitiveness will become more and more critical to success. Continued strong economic performance is predicated upon the ability of the province's businesses, industry and related organizations to turn challenges into opportunities and opportunities into sustainable growth and prosperity.

Alberta Economic Development (AED) is committed to working and partnering with our clients and stakeholders (clients and stakeholders include: Alberta businesses, industries, communities, governments and related organizations) to facilitate strong and sustainable economic growth throughout the province. We work closely with these groups to facilitate the continued development of Alberta's industries, international trade, investment, and tourism. We do this by providing strategic and market intelligence and assisting our clients deal with issues of increased competitiveness. Our future lies in further developing our strategic capabilities, identifying new opportunities and ideas, and promoting continuous improvement so that we can help our clients compete successfully in the global marketplace.

In addition to the department, the Ministry of Economic Development also includes the Alberta Economic Development Authority and the Strategic Tourism Marketing Council (including the Travel Alberta Secretariat).

Vision

Alberta is the best place in the world to live and do business.

Mission

To facilitate business and community prosperity.

Values

We value a facilitative, collaborative, and effective team-based approach. We are opportunity and client value-driven. We strive to continually enhance our skills and expertise. We encourage the sharing of information and knowledge among colleagues to enhance our overall effectiveness. We adhere to the principle of fairness in our business dealings with our clients and each other. We value our key product: *The delivery of the right information in the right timeframe to impact industry investment decisions.*

Core Businesses

Focusing on our primary clients we work to achieve our mission across the province by concentrating on the following three core businesses:

Core Business 1: ***Strategic economic leadership***
Provide strategic policy and planning input for Alberta's economic development.

Core Business 2: ***Strategic intelligence that drives industry development***
Facilitate industry growth, trade, and investment.

Core Business 3: ***Positioning and promoting Alberta for tourism, trade & investment***
Market experiences and develop opportunities.

Client Focus

Primary Clients:

Leaders of organizations, governments, and communities interested in and capable of participating in a globally competitive economy. ("Organizations" include small, medium, or large enterprises.)

Benefits Provided:

- The right information in the right timeframe to support investment decisions;
- Access to international markets;
- Access to relationship networks, business connections, and resource leveraging; and
- A positive business climate.

How We Deliver Value:

With teamwork as a foundational principle, professionally and vigorously identify challenges and exploit opportunities to achieve outcomes.

Core Business 1: Strategic economic leadership

AED provides strategic information and planning input for Alberta's economy by identifying the constraints to, and opportunities for, economic sustainability. We also lead in facilitating a coordinated approach to addressing Alberta's economic challenges in collaboration with other government departments and agencies.

Current challenges facing our continued economic prosperity include:

- workforce and skill shortages;
- changing technology;
- a competitive global marketplace;
- competing land use;
- resource limitations;
- intense competition for investment and access to equity capital;
- regional economic development; and
- the increased probability of more volatile global markets.

The department also identifies diverse opportunities and strategically maps out markets and sectors that make the greatest difference to Alberta's current and future economic performance.

The department's work is carried out in partnership with the *Alberta Economic Development Authority (AEDA)*. The Authority, which consists of over 90 Albertan volunteers from the private sector, acts as a high-level policy advisory group to the government concerning key economic development and industry competitiveness issues. This unique relationship with the private sector ensures Alberta Economic Development's goals are achieved in partnership with business and industry.

The department's efforts to support the marketing of Alberta's agri-food products and services are advised and directed by the *AED Agri-food Industry Advisory Committee* composed of private sector members.

Core Business 2: Strategic intelligence that drives industry development

A key core business of AED is to provide strategic and market intelligence to:

- Facilitate business contacts, relationships, and networks within Alberta and in our international markets to facilitate increased trade, investment and growth.
- Identify business and market opportunities for Alberta companies to encourage expansion and improve competitiveness.
- In collaboration with Alberta communities, support regional alliances and economic clusters which attract investment and sustain and retain economic activity.

AED's strategic intelligence services are delivered and coordinated through a network of international and Alberta-based offices. *Alberta's International Marketing Strategy (AIMS), Priority Markets and Sectors,* articulates the sector opportunities and geographic markets as well as the related strategies government resources will focus on, in both trade development and investment attraction. Appendix A provides an outline of the AIMS strategy.

AED also utilizes a sector team approach to promote industry development and works closely with industry clients, associations and other agencies to identify and address key issues affecting productivity and industry competitiveness, and to develop key marketing strategies. Appendix B highlights the key value-added sector teams within the Alberta Government.

Core Business 3: Positioning and promoting Alberta for tourism, trade & investment

As the "marketing arm of the Alberta Government", the Ministry is responsible for coordinating the government's efforts related to:

- Tourism marketing and development;
- Investment and business attraction; and
- Export and trade promotion.

Alberta Economic Development has responsibility for tourism marketing and development. Tourism marketing is delivered through the Strategic Tourism Marketing Council and the Travel Alberta Secretariat. The mandate of the volunteer Council is to advise the Minister on measures to maximize the effectiveness of Alberta tourism marketing investments.

A research based strategic plan forms the foundation for investments in marketing Alberta as a 'must see' destination. Overall the plan focuses on increasing the level of tourism activity within Alberta by Albertans, as well as increasing the number and expenditures of tourists visiting Alberta from the rest of Canada and around the world. In addition, destination marketing joint marketing efforts are carried out with industry and other tourism partners. AED also delivers marketing support services including a website, www.travelalberta.com, visitor information centres, and a call centre.

The rolling three year Strategic Tourism Marketing Plan provides the marketing focus of the Alberta tourism product. This focus consists of four geographic regions that reflect consumer interest in Alberta tourism products. Appendix C provides an outline of the Strategic Tourism Marketing Plan.

Geographic Regions	Primary Targets
Americas	• California, Texas, Illinois, Pacific Northwest, British Columbia, Saskatchewan, and Ontario
Asia Pacific	• Japan, Taiwan, and Australia
Europe	• United Kingdom, Germany, Switzerland, and Austria
Alberta/Regional	• Province Wide

Global events during 2001 have had a significant short-term impact on the tourism industry. As a result, targets and strategies are being re-evaluated.

With respect to investment and business attraction, AED markets Alberta both domestically and internationally as a desirable location for increased investment, locating/relocating businesses, and attracting skilled workers in targeted sectors. The department provides information to companies and individuals who may be interested in expanding or locating in Alberta and assists them with services designed to attract them to the province.

AED is responsible for planning, organizing and coordinating Team Canada, Premier and ministerial trade missions. AED works closely with AEDA in identifying priority markets for future trade missions.

Corporate Services

The Ministry's core businesses are enabled by an infrastructure of essential services that support departmental personnel and business processes including: strategic information and knowledge management, strategic planning, finance, human resources, and administrative services. Some key initiatives that will be undertaken include:

- Implementing a long-term strategic framework that integrates, coordinates, and systematizes the Department's activities toward the attainment of its vision.
- Providing the skills, processes, and technology/tools to enhance the collection of information, creation of intelligence, management and sharing of knowledge within the department, and to support strategic consultation with our clients.
- Implementing innovative and responsive human resource programs and services to ensure the availability of a highly competent workforce in the department.
- Implementing the department's comprehensive performance measurement framework.
- Supporting cross ministry administrative priorities including the Alberta Corporate Services Centre Initiative and a Corporate Human Resource Development Strategy.
- Developing, maintaining, and testing a business resumption plan to ensure timely continuation of critical ministry business activities and functions after a major disruptive event affecting ministry premises.
- Ensure implementation of the department's information technology is aligned with government-wide standards and architectural direction.

Sector Teams

To better integrate the activities, knowledge, and expertise across government and within AED, sector teams were established in July 2000. Sector teams develop strategies and activities that address industry targets including business growth and expansion, investment attraction, and information/intelligence. Developing policy recommendations to support future industry growth is another key activity of sector teams. (Specific sector teams and their focus may change over time.) AED is developing Memorandums of Understanding with other government departments to deliver sector team results where the mandate resides with other departments.

Key sectors identified include:

- Architecture/Engineering/Construction (AEC);
- Aerospace;
- Agriculture and Agri-food;
- Building Products and Secondary Wood;
- Chemicals and Petrochemicals;
- Environmental Products and Service;
- Health and Life Sciences;
- Information Communications and Technology (ICT);
- Industrial Machinery and Equipment; and
- Tourism.

Cross-ministry Initiatives

Much of the work of the department is done through networking, consultation and facilitation. Each year the Alberta government business plan focuses on four cross-ministry initiatives that engage people from various ministries to find innovative and effective ways of addressing issues that span department boundaries. This approach recognizes that many issues are not isolated to a single ministry.

Alberta Economic Development champions the *Economic Development Strategy* Cross-Ministry Initiative with co-champions from Alberta Learning and Alberta Human Resources and Employment. The strategy drives Alberta's economic plan in the context of the world today and its changing future. It looks ahead and anticipates the changes we will face and helps us prepare now so that we can sustain our economic growth and our position as a leading economic competitor in a global, knowledge-based marketplace. The department also participates in the Aboriginal Policy Initiative.

Linkages to the Government Business Plan

Alberta Economic Development contributes to all three core businesses of the Government of Alberta: People, Prosperity and Preservation, with a primary focus on the Prosperity core business. Specifically, AED contributes to the following:

Goal 4: **Albertans will be independent.**

AED will contribute to the development of government-wide strategies through the People and Prosperity Initiative.

Goal 7: **Alberta will have a prosperous economy.**

AED provides strategic information and planning input for Alberta's economy and facilitates a coordinated approach to addressing Alberta's economic challenges in collaboration with other government ministries.

Goal 8: **Alberta's workforce will be skilled and productive.**

AED together with Alberta Human Resources & Employment have developed the Provincial Nominee Program to attract skilled immigrants to the province.

Goal 9: **Alberta businesses will be increasingly innovative.**

AED in partnership with Alberta Innovation & Science will service the needs of the Information and Communications Technology and other advanced technologies sectors.

Goal 10: **Alberta's value-added industries will lead economic growth.**

AED facilitates industry partnerships and alliances, identifies policy challenges, and provides competitive and market intelligence to Alberta companies. AED champions the Economic Development Strategy Cross-Ministry Initiative, which helps to position Alberta as a leading economic competitor in a global, knowledge-based marketplace.

Goal 14: **Alberta businesses will increase exports.**

AED provides support and strategic intelligence to companies to identify and access global markets, and encourage development of products and services in international markets.

Goal 19: **Alberta will work with other governments and maintain its strong position in Canada.**

AED will work in partnership to promote healthy and sustainable communities throughout Alberta.

Goals, Objectives and Key Strategies

Goal 1: Sustainable economic growth and diversification in Alberta	
Objective	**Key Strategies**
1. To facilitate economic growth and diversification through collaborative strategic planning and policy.	• Lead the implementation of the cross-ministry Economic Development Strategy and participate in other cross-ministry initiatives that influence the province's prosperity. • With participation from other ministries, lead the development of an industry driven, value added strategy for the further expansion and diversification of industry in Alberta. • Provide support to the Alberta Economic Development Authority and its committees. • Assess the drivers of Alberta's competitive position and ensure integrated policies are developed to maintain the Alberta Advantage. • Provide longer-term strategic input to the development of policy to support a sustainable and diversified economy in Alberta. • Facilitate development of the government response to the Future Summit report and begin implementation of accepted recommendations. • Monitor and communicate results of long-term trends for the Alberta economy. • Provide business and economic information in a timely fashion to support our clients in their decision-making processes.
2. Increase participation of Alberta communities in regional economic development.	• Based upon the priorities of Alberta communities, facilitate the creation of new regional economic development alliances, and strengthen existing regional alliances throughout Alberta and project-specific alliances in the major metropolitan regions. • Lead the Economic Development Strategy Cross-Ministry Initiative to develop a collaborative approach to regional economic development that builds on regional goals, priorities, and strengths. • Encourage the adoption of best practices in economic development within Alberta's regional and municipal communities. • Provide information and services that assist the development of small Alberta businesses through innovative means such as the Edmonton Business Link , Calgary Business Information Centre, and SuperNet. • In partnership with Aboriginal organizations, encourage small business development formation.

Goal 2: Alberta's organizations are globally competitive	
Objective	**Key Strategies**
1. Increase exports of Alberta value-added* goods and services.	• Provide strategic and competitive intelligence, market information, and knowledge to support companies in identifying and accessing marketing opportunities within global target markets. • Create partnership networks and alliances to increase Alberta-based companies' leverage in target markets. • Showcase Alberta abroad to support market entry by Alberta exporters. • Encourage the development of capabilities, products, and services of export-ready Alberta businesses in international markets. • Support Alberta companies pursuing capital projects financed by International Financial Institutions (IFIs) by promoting an awareness of Alberta within IFIs, providing market intelligence on IFI opportunities, and building industry awareness of IFIs' role in investment and trade. • Collaborate and partner with appropriate government agencies (federal, provincial and municipal) to effectively leverage department resources in assisting Alberta companies to increase their export trade capabilities. • Reinforce market presence in industries where Alberta is internationally established, such as oil and gas and agri-food products, and enable market penetration of closely related sectors, such as engineering services or environmental goods and services.
2. Increase the competitiveness of Alberta's value-added sectors.	• Facilitate and encourage the development, acquisition or application of business improvement practices and new technology. • Provide industrial and competitive intelligence to assist Alberta companies in becoming globally competitive. • Facilitate partnerships, networks, and alliances to support industry. • Service the growing needs of the ICT sector and other advanced technologies sectors through a co-funding relationship with Alberta Innovation and Science. • Identify policy challenges facing Alberta's value-added industries and organizations. • Promote improved effectiveness of the distribution of products and services to domestic and international markets.
3. Facilitate the growth and expansion of marketable tourism product.	• Provide information and expertise to facilitate the development/enhancement of new and expanded tourism products. • Address tourism development issues such as regulation and policy, access to land, and infrastructure. • Facilitate the preparation of regional tourism strategies with communities and the tourism industry. • Support the AEDA tourism report recommendations by leading an interdepartmental initiative to position a business climate framework that supports the tourism industry. • In cooperation with Alberta Community Development, identify a wider range of uses within Provincial Parks/Recreation Areas to include certain types of tourism business opportunities compatible with the size and management intent of the land parcel. • Coordinate provincial government input and involvement on national parks issues.

* Value-added includes manufactured products and professional, scientific and technical services.

Goal 3: Alberta is viewed by those in our primary markets as an attractive place to live, visit, invest, and do business	
Objective	**Key Strategies**

1. Increase Alberta's share of visitors and revenue from targeted Canadian and international tourism markets.	• Develop and partner marketing programs in Alberta, nationally and internationally, through Travel Alberta that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council.
	• Establish and/or manage cost-effective contracts through Travel Alberta to deliver marketing programs in Alberta, with Tourism Destination Regions and nationally/internationally as required.
	• Develop and maintain an effective customer-focused Alberta tourism website(s).
	• Deliver value-added support services to the tourism industry through:
	  • the dissemination of tourism information;
	  • the provision of tourism research;
	  • the images resource center;
	  • training support for call center and visitor information center staff; and
	  • support for the development of publications.

2. Increase the awareness of Alberta to potential investors, business persons and skilled immigrants in our primary international markets.	• Market Alberta as a preferred location for new and expanded investment. • Generate and service investment[1] leads within targeted sectors and markets. Facilitate linkages between Alberta communities and investment leads. • Target multi-national enterprises (MNEs) with existing investment in Alberta. • Identify and target companies with no existing investment in Alberta, including MNE's. • Increase the number of immigrant investors and skilled workers through the Provincial Nominee Program and the Business Immigration Program. • Target foreign venture capitalists for direct and indirect investment. • Target investment intermediaries to deliver the Alberta Advantage message. • Support the promotion of Alberta as a location for film production and investment.

[1] Responsibility for agriculture-related investment attraction is within the mandate of AAFRD.

Performance Measures

Alberta Economic Development has developed a performance measurement framework to increase accountability and demonstrate how department activities contribute to its goals and objectives. The framework distinguishes between three types of measures: *output measures* monitor immediate deliverables of department activities.*outcome measures* monitor desired results of the activities, and *impact measures* monitor related economic indicators. The table below links the performance measures to business plan goals and objectives. It also identifies the type of measure, i.e. whether it is an output, outcome, or impact measure. The table is followed by targets for each measure.

Goal	Objective	Performance Measure	Type of Measure
Sustainable economic growth and diversification in Alberta	To facilitate growth and diversification through collaborative strategic planning and policy	1.1 Gross Domestic Product 1.2 Employment Growth 1.3 Cost Competitiveness 1.4 Satisfaction with Publications	Impact Impact Impact Outcome
	Increase participation of Alberta communities in regional economic development	1.5 Population included in Regional Alliances	Output
Alberta's organizations are globally competitive	Increase exports of Alberta value-added goods and services	2.1 Manufacturing and Service Exports 2.2 Effectiveness of Outgoing Trade Shows and Missions	Impact Outcome
	Increase the competitiveness of Alberta's value-added sectors	2.3 Manufacturing Shipments 2.4 Employment in Value-added Sectors	Impact Impact
	Facilitate the growth and expansion of marketable tourism product	Contributes to measures 3.1 and 3.2 below	
Alberta is viewed by those in our primary markets as an attractive place to live, visit, invest, and do business	Increase Alberta's share of visitors and revenue from targeted Canadian and international tourism markets	3.1 Tourism Industry Revenue 3.2 Share of Overnight Visitors 3.3 Tourism Industry Leveraging 3.4 Dissemination of Tourism Information	Impact Impact Outcome Output
	Increase the awareness of Alberta to potential investors, business persons and skilled immigrants in our primary international markets	3.5 Manufacturing and Services Industry Investment	Impact
	(Supports several objectives)	3.6 Effectiveness of International Offices	Output

Goal 1: Sustainable economic growth and diversification in Alberta

1.1 Impact Measure: Gross Domestic Product (GDP) – The constant-dollar GDP for Alberta (1997 dollars).

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Real GDP ($billion)	118.9	124.7	127.3	132.4	137.7
Percent Growth	5.4	4.9	2.1	4.0	4.0

1.2 Impact Measure: Employment Growth – The annual average number of Albertans employed.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Employment (thousands)	1,588	1,633	1,663	1,703	1,748
Percent Growth[2]	2.3	2.8	1.8	2.4	2.6

[2] GDP growth targets are higher than employment growth to reflect gains in labour productivity.

1.3 Impact Measure: Cost Competitiveness – International ranking of cost competitiveness of Alberta cities based on a comparative cost model.[3]

Sectors/Subsectors	Actual 2001		Target 2002	Target 2003	Target 2004
	Calgary	Edmonton			
Food Processing	4	1	Target: To maintain or improve competitive ranking		
Health Care Products & Services					
• Pharmaceuticals	3	1			
• Medical Devices	2	1			
• Biomedical R&D	New for 2002	New for 2002			
Information, Communication and Technology (ICT)					
• Advanced Software	2	1			
• Electronics Assembly	2	1			
• Electronic Product Development/Testing	New for 2002	New for 2002			
Industrial Machinery/Metal Components	4	3			
Plastic Products	4	3			
Specialty Chemicals	New for 2002	New for 2002			

1.4 Outcome Measure: Satisfaction with publications (biennial).

Business Plan	Actual 2000/01	Target 2002/03	Target 2004/05
Percent subscribers satisfied with AED publications	95	95	95

1.5 Output Measure: Population included in Regional Alliances – Assess the effectiveness of the regional alliances.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Population* (millions 2000 data)	1.2	2.4	2.5	2.7	2.8

[3] These rankings are based on the KPMG custom cost model developed for evaluating the cost competitiveness of business locations. For 2002, the model examined location-sensitive costs and taxes for 110 cities around the world. For consistency with the previous comparisons used in the model, six Canadian cities (Calgary, Edmonton, Vancouver, Toronto, Ottawa, and Montreal) and seven U.S. cities (Boise, Boston, Colorado Springs, Minneapolis, Phoenix, San Jose, and Seattle) were included for the purpose of this performance measure. The following factors are included in the model: initial capital costs for land acquisition and building construction; total annual labour costs, including all benefits; office lease and occupancy costs; electricity costs; transportation costs; telecommunications costs; interest and depreciation charges; federal, regional, and local taxes levied on corporations, including significant non-discretionary tax incentives; and additional discretionary tax and financial incentives. The ranking integrates the factors and is based on total costs.

Goal 2: Alberta's organizations are globally competitive

2.1 Impact Measure: Manufacturing and Service Exports – The value of Alberta's international (outside Canada) exports of manufactured goods and services.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Exports ($billion)	23.5	22.8	23.6	25.5	27.8
Percent Growth	30.4	(3.0)	3.5	8.0	9.0

2.2 Outcome Measure: Effectiveness of Outgoing Trade Shows and Missions.

Business Plan	Actual 2000/01	Forecast 2001/02	Target 2002/03	Target 2003/04	Target 2004/05
Percent of companies who indicated AED was helpful to them in achieving their goals	96	90	90	90	90
Percent of companies satisfied with the quality of business contacts	87	90	90	90	90

2.3 Impact Measure: Manufacturing Shipments – Total annual value of all manufacturing shipments by Alberta companies to other provinces, countries and within Alberta.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Shipments ($billion)	42.6	43.6	45.3	48.5	52.1
Percent Growth	18.2	2.3	3.9	7.0	7.5

2.4 Impact Measure: Employment in Value-added Sectors – Percent of total annual employment in manufacturing and professional, scientific and technical services.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Percent of total employed	15.6	16.0	16.4	16.8	17.2

Goal 3: Alberta is viewed by those in our primary markets as an attractive place to live, visit, invest, and do business

3.1 Impact Measure: Tourism Industry Revenue – The annual value of all tourism industry revenues in Alberta. This includes expenditures made in Alberta by visitors from overseas, the United States, other Canadian provinces, and residents of Alberta. [5]

Business Plan	Estimate 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Total tourism revenue ($ billions)	4.30	4.26	4.43	4.65	4.84
Alberta revenue as a percent of total Canadian tourism revenue	-	13	13	14	14

[5] Targets based on the calendar year.

3.2 Impact Measure: Share of Overnight Visitors - Alberta's market share of Canadian international overnight visitors from Europe, Asia and the United States.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Europe (percent)	13.9	13.8	15.0	16.0	16.5
Asia-Pacific (percent)	16.4	16.1	16.5	17.0	18.0
United States (percent)	6.5	6.3	6.0	6.2	6.6

3.3 Outcome Measure: Tourism Industry Leveraging - Industry partner's contribution to product marketing with Travel Alberta.

Business Plan	Actual 2000/01	Forecast 2001/02	Target 2002/03	Target 2003/04	Target 2004/05
In-Province Leveraging Ratio	1.7:1	1.5:1	1.5:1	1.5:1	1.5:1
National/ International Leveraging Ratio	2.5:1	2.5:1	2.5:1	2.5:1	2.5:1

3.4 Output Measure: Dissemination of Tourism Information - Volume of information requests by telephone, facsimile, mail, e-mail and website inquiries; and information packages mailed in response to these requests.

Business Plan	Actual 2000/01	Forecast 2001/02	Target 2002/03	Target 2003/04	Target 2004/05
Call Centre Telephone Inquiries Handled[6]	107,612	86,500	75,000	67,500	65,000
Other Methods of Contact[7]	54,356	84,600	100,000	125,000	150,000
Number of tourism information packages distributed	100,613	102,000	103,400	104,800	106,200
Number of website 'unique users'[8]	100,295	125,000	150,000	175,000	200,000

3.5 Impact Measure: Manufacturing and Service Industry Investment – The value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Investment ($billions)	10.2	9.5	9.5	10.0	10.5
Percent Growth[9]	(5.9)	(6.2)	0	5.5	5.0

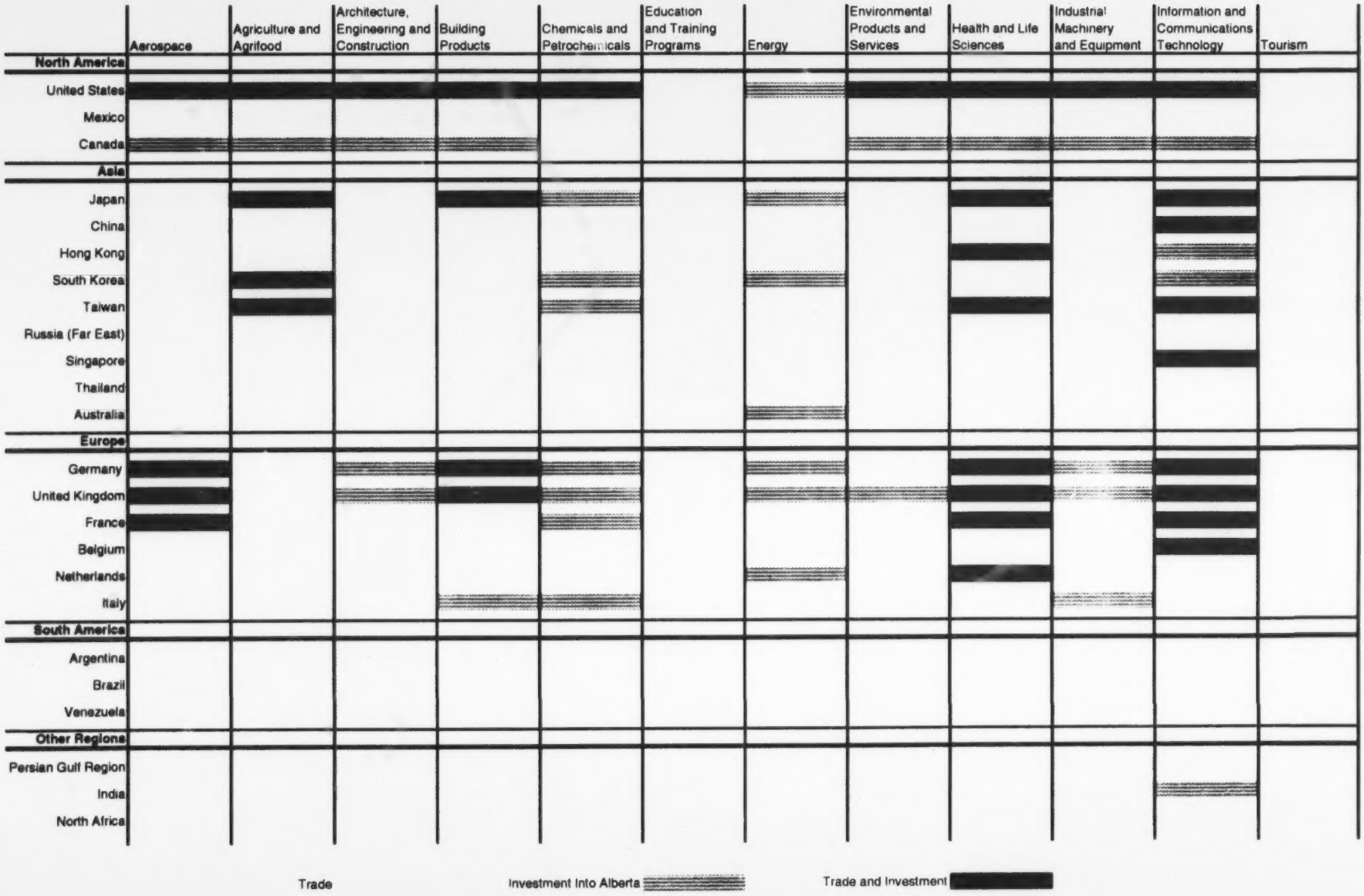
3.6 Output Measure: Effectiveness of International Offices.

Business Plan	Actual 2000/01	Forecast 2001/02	Target 2002/03	Target 2003/04	Target 2004/05
Total number of business introductions	643	675	710	745	780
Total number of qualified trade and investment leads	161	170	180	190	200
Percent of client satisfaction with the services of international offices	84	90	90	90	90

[6] Call center inquiries are anticipated to decrease as website activity increases.
[7] Other methods of contact include facsimile, mail, e-mail and website.
[8] A unique user is a visitor to the travelalberta.com website from a unique Internet Protocol (IP) address, including on-time and repeat visitors from the same IP address or computer terminal.
[9] The significant decline in this investment growth represents the 'winding down' of several multi-billion dollar capital investment projects initiated over the past five years.

Appendix A: AIMS Priority Markets and Sectors

*(from **Refining the Focus: Alberta's International Marketing Strategy 2001**)*



Appendix B: Strategic Approach for Value Added Sectors

Sector	Strategic Approach
Aerospace	• Support the identification and pursuit of local, national, and international business opportunities and encourage the formation of business alliances. • Partner with sector industry associations to promote their growth and complement their priorities and activities in promoting sector capabilities, and identifying and attracting investment capital and skilled human resources.
Agriculture and Agrifood	• Position priority products and deliver services in priority markets in cooperation with clients and stakeholders. • Introduce new Alberta exporters and agrifood products to the marketplace. • Conduct targeted market research and provide market intelligence to clients and stakeholders.
Architecture, Engineering and Construction	• Facilitate the development, acquisition or application of new technologies and business best practices. • Facilitate the formation of business alliances and increased collaboration with manufacturing industries. • Support the identification and pursuit of opportunities for local industrial projects and International Financial Institution (IFI) funded projects. • Collaborate with industry to alleviate skilled labour shortages.
Building Products and Value Added Wood Products	• Encourage export readiness and support the identification and pursuit of international marketing opportunities and strategic partnerships. • Facilitate the development, acquisition or application of new technologies business best practices, and attract complementary international investment. • Conduct market research and provide market intelligence to industry and stakeholders to position priority products in key markets.
Chemicals and Petrochemicals	• Work with industry and other departments to develop and implement a long-term strategy for maximizing benefits through the upgrading of Alberta's energy resources. • Encourage companies to invest, cooperate, and seek synergies that will strengthen the entire sector. • Advocate policies in Alberta which facilitate growth of the industry. • Promote partnering and alliances with other groups and other sectors of the economy.
Environmental Products and Services	• Promote Alberta's Environmental Products and Services sector to pursue targeted international markets. • Assist sector firms to identify, develop, acquire, transfer, and apply new technology and processes to maintain and enhance competitiveness and pursue new markets. • Partner with sector industry associations to promote their growth and complement their priorities and activities. • Facilitate access to international financing through the international financial institutes. • Facilitate the use of best practices and alliance formation.
Health and Life Sciences	• Facilitate the development, acquisition, application and commercialization of new technologies. • Facilitate the training and education in product development, commercialization, and manufacturing • Facilitate the formation of business alliances for the financing, technology development, product distribution, and pursuit of international markets. • Leverage of procurement opportunities for the testing and introduction of new products. • Partner with sector industry associations to promote their growth and complement their priorities and activities.
Industrial Machinery and Equipment	• Support the identification and pursuit of supply opportunities in local, national, and international markets. • Encourage movement up the value chain. • Facilitate the effective and efficient use of technologies, processes and systems, and the attraction of investment.
Information Communications and Technology	• Promote Alberta as a preferred location for technology research and development, commercialization, and investment. • Work with industry to create an environment that grows, attracts, and retains high technology businesses and highly skilled workers. • Form collaborative international agreements in technology-related research and development and technology commercialization.
Tourism	• Develop and partner marketing programs in Alberta, nationally and internationally, through Travel Alberta that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council. • Provide information and expertise to facilitate the development/enhancement of new and expanded tourism products. • Facilitate the preparation of regional tourism strategies with communities and the tourism industry.

Appendix C: Strategic Tourism Marketing Plan

The Strategic Tourism Marketing Plan provides the strategic direction for the marketing of Alberta's tourism business. The plan:

- Outlines the marketing priorities for tourism
- Establishes realistic goals and measurements to track marketing performance, including:
    - annual tourism revenue targets;
    - market share goals in terms of Alberta's share of overnight province visits;
    - success of marketing projects in meeting objectives;
    - industry leverage investment levels;
    - client and stakeholder satisfaction; and
    - financial measurement.
- Identifies primary, secondary, and tertiary geo-markets targeted by Alberta tourism marketing programs
- Sets the strategic marketing direction for industry, Tourism Destination Regions and Travel Alberta marketing contractors so that marketing tactics are consistent and coordinated

Created in 1999 by the industry-led Strategic Tourism Marketing Council (STMC), the Strategic Tourism Marketing Plan is updated annually by the STMC.

Marketing programs to meet the goals of the plan are implemented by marketing contractors, Parcom Marketing Inc. for in-province programs and Travel Alberta International Inc. for national and international programs as well as six Tourism Destination Regions. These contractors are managed by the Travel Alberta Secretariat that is accountable to the STMC.

ECONOMIC DEVELOPMENT
EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Strategic Economic Leadership	3,339	3,442	3,444	3,568	3,778	3,770
Strategic Intelligence that drives Industry Develo	23,199	24,624	24,088	24,743	24,700	24,652
Positioning and Promoting Alberta for Tourism, Trade and Investment	23,822	23,389	23,410	23,066	23,026	22,982
MINISTRY EXPENSE	50,360	51,455	50,942	51,377	51,504	51,404

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	-	-	-	14,100	14,100	14,100
Transfers from Government of Canada	143	214	214	29	-	-
Other Revenue	1,252	750	750	150	150	150
MINISTRY REVENUE	1,395	964	964	14,279	14,250	14,250
EXPENSE						
Program						
Ministry Support Services	3,610	4,064	4,064	4,173	4,101	4,001
Strategic Intelligence	21,450	22,679	22,166	22,733	22,733	22,733
Positioning and Promoting	22,027	21,543	21,543	21,193	21,193	21,193
Strategic Economic Leadership	3,087	3,169	3,169	3,278	3,477	3,477
Valuation Adjustments and Other Provisions	186	-	-	-	-	-
MINISTRY EXPENSE	50,360	51,455	50,942	51,377	51,504	51,404
Gain (Loss) on Disposal of Capital Assets	(186)	-	-	-	-	-
NET OPERATING RESULT	(49,151)	(50,491)	(49,978)	(37,098)	(37,254)	(37,154)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	1,395	964	964	14,279	14,250	14,250
Inter-ministry consolidation adjustments	-	-	-	(14,100)	(14,100)	(14,100)
Consolidated Revenue	1,395	964	964	179	150	150
Ministry Program Expense	50,360	51,455	50,942	51,377	51,504	51,404
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	50,360	51,455	50,942	51,377	51,504	51,404
Gain (Loss) on Disposal of Capital Assets	(186)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(49,151)	(50,491)	(49,978)	(51,198)	(51,354)	(51,254)

ALBERTA

ECONOMIC DEVELOPMENT

THE HONOURABLE MARK NORRIS
Minister
103 Legislature Building, 427-3162

AMOUNT TO BE VOTED

(thousands of dollars)

	2002-03 Estimates			Gross Comparable 2001-02 Forecast	Gross Comparable 2001-02 Budget	Gross Comparable 2000-01 Actual
	Gross Estimates	Dedicated Revenue	Net Estimates			
OPERATING EXPENSE and CAPITAL INVESTMENT to be voted	**51,377**	**(29)**	**51,348**	**50,942**	**51,455**	**50,534**
including:						
OPERATING EXPENSE	**51,377**	**(29)**	**51,348**	**50,942**	**51,455**	**50,174**
CAPITAL INVESTMENT	-	-	-	-	-	**360**

DEPARTMENT SUMMARY

(thousands of dollars)

OPERATING EXPENSE and CAPITAL INVESTMENT

Program		2002-03 Estimates Gross Expense	Dedicated Revenue	Net Expense	Gross Comparable 2001-02 Forecast	Gross Comparable 2001-02 Budget	Gross Comparable 2000-01 Actual
1	Ministry Support Services	**4,173**	-	4,173	4,064	4,064	3,612
2	Strategic Intelligence	**22,733**	(29)	22,704	22,166	22,679	21,450
3	Positioning and Promoting	**21,193**	-	21,193	21,543	21,543	22,385
4	Strategic Economic Leadership	**3,278**	-	3,278	3,169	3,169	3,087
TOTAL VOTED		**51,377**	(29)	51,348	50,942	51,455	50,534
	Valuation Adjustments and Other Provisions	-	-	-	-	-	186
TOTAL VOTED AND STATUTORY		**51,377**	(29)	51,348	50,942	51,455	50,720

DEPARTMENT SUMMARY - *Continued*

(thousands of dollars)

OPERATING EXPENSE

Program		2002-03 Estimates Gross Expense	Dedicated Revenue	Net Expense	Gross Comparable 2001-02 Forecast	Gross Comparable 2001-02 Budget	Gross Comparable 2000-01 Actual
1	Ministry Support Services	**4,173**	-	4,173	4,064	4,064	3,610
2	Strategic Intelligence	**22,733**	(29)	22,704	22,166	22,679	21,450
3	Positioning and Promoting	**21,193**	-	21,193	21,543	21,543	22,027
4	Strategic Economic Leadership	**3,278**	-	3,278	3,169	3,169	3,087
TOTAL VOTED		**51,377**	(29)	51,348	50,942	51,455	50,174
	Valuation Adjustments and Other Provisions	-	-	-	-	-	186
TOTAL VOTED AND STATUTORY		**51,377**	(29)	51,348	50,942	51,455	50,360

CAPITAL INVESTMENT

Program		2002-03 Estimates	Comparable 2001-02 Forecast	Comparable 2001-02 Budget	Comparable 2000-01 Actual
1	Ministry Support Services	-	-	-	2
3	Positioning and Promoting	-	-	-	358
TOTAL VOTED		-	-	-	360

PROGRAM 1 - MINISTRY SUPPORT SERVICES

(thousands of dollars)

OPERATING EXPENSE

Reference	Element	2002-03 Estimates Gross Expense	Dedicated Revenue	Net Expense	Comparable 2001-02 Forecast Gross Expense	Dedicated Revenue	Net Expense	Gross Comparable 2001-02 Budget
1.0.1	Minister's Office	311	-	311	311	-	311	311
1.0.2	Deputy Minister's Office	367	-	367	367	-	367	367
1.0.3	Corporate Services	3,149	-	3,149	3,039	-	3,039	3,039
1.0.4	Communications	346	-	346	347	-	347	347
PROGRAM OPERATING EXPENSE		4,173	-	4,173	4,064	-	4,064	4,064

PROGRAM 2 - STRATEGIC INTELLIGENCE

(thousands of dollars)

OPERATING EXPENSE

Reference	Element	2002-03 Estimates Gross Expense	Dedicated Revenue	Net Expense	Comparable 2001-02 Forecast Gross Expense	Dedicated Revenue	Net Expense	Gross Comparable 2001-02 Budget
2.1	**Trade Development**							
2.1.1	Operations	**277**	-	277	278	-	278	278
2.1.2	International Trade Representation	**5,797**	-	5,797	5,470	-	5,470	5,820
2.1.3	Trade Development and Relations	**6,481**	-	6,481	5,984	-	5,984	6,147
	Total Sub-program	12,555	-	12,555	11,732	-	11,732	12,245
2.2	**Industry and Regional Development**							
2.2.1	Operations	**296**	-	296	297	-	297	297
2.2.2	Industry Development	**3,837**	-	3,837	3,871	-	3,871	3,871
2.2.3	Regional Development	**3,418**	-	3,418	3,527	(95)	3,432	3,527
	Total Sub-program	7,551	-	7,551	7,695	(95)	7,600	7,695
2.3	**Information Management and Dissemination**							
2.3.1	Information Management and Dissemination	**2,627**	(29)	2,598	2,739	(119)	2,620	2,739
	Total Sub-program	2,627	(29)	2,598	2,739	(119)	2,620	2,739
PROGRAM OPERATING EXPENSE		22,733	(29)	22,704	22,166	(214)	21,952	22,679

PROGRAM 3 - POSITIONING AND PROMOTING

(thousands of dollars)

OPERATING EXPENSE

Reference	Element	2002-03 Estimates Gross Expense	Dedicated Revenue	Net Expense	Comparable 2001-02 Forecast Gross Expense	Dedicated Revenue	Net Expense	Gross Comparable 2001-02 Budget
3.1	**Tourism Marketing**							
3.1.1	Travel Alberta Secretariat							
	- Operating Expense	-	-	-	1,150	-	1,150	1,200
	- Operating Expense funded by Lotteries	**1,200**	-	1,200	-	-	-	-
3.1.2	In-Alberta / Regional Marketing							
	- Operating Expense	-	-	-	2,890	-	2,890	2,650
	- Operating Expense funded by Lotteries	**2,650**	-	2,650	-	-	-	-
3.1.3	International Marketing							
	- Operating Expense	-	-	-	8,458	-	8,458	8,450
	- Operating Expense funded by Lotteries	**8,450**	-	8,450	-	-	-	-
3.1.4	Tourism Destination Regions							
	- Operating Expense	-	-	-	1,800	-	1,800	1,800
	- Operating Expense funded by Lotteries	**1,800**	-	1,800	-	-	-	-
	Total Sub-program	**14,100**	-	14,100	14,298	-	14,298	14,100
3.2	**Tourism Services**							
3.2.1	Alberta Image Promotion	**755**	-	755	697	-	697	805
3.2.2	Research	**390**	-	390	345	-	345	350
3.2.3	Visitor Support Services	**2,855**	-	2,855	2,863	-	2,863	2,845
	Total Sub-program	**4,000**	-	4,000	3,905	-	3,905	4,000
3.3	**Tourism Development**							
3.3.1	Tourism Development Branch	**1,045**	-	1,045	962	-	962	1,045
	Total Sub-program	**1,045**	-	1,045	962	-	962	1,045
3.4	**Investment and Trade Promotion**							
3.4.1	Investment Attraction	**1,648**	-	1,648	1,616	-	1,616	1,636
3.4.2	Trade Promotion	**400**	-	400	762	-	762	762
	Total Sub-program	**2,048**	-	2,048	2,378	-	2,378	2,398
PROGRAM OPERATING EXPENSE		**21,193**	-	21,193	21,543	-	21,543	21,543

PROGRAM 4 - STRATEGIC ECONOMIC LEADERSHIP

(thousands of dollars)

OPERATING EXPENSE

Reference	Element	2002-03 Estimates Gross Expense	Dedicated Revenue	Net Expense	Comparable 2001-02 Forecast Gross Expense	Dedicated Revenue	Net Expense	Gross Comparable 2001-02 Budget
4.0.1	Policy and Economic Analysis	**1,887**	-	1,887	1,581	-	1,581	1,894
4.0.2	Performance Management / Strategic Planning	**1,086**	-	1,086	1,282	-	1,282	969
4.0.3	Alberta Economic Development Authority Operations	**305**	-	305	306	-	306	306
PROGRAM OPERATING EXPENSE		**3,278**	-	3,278	3,169	-	3,169	3,169

MINISTRY BUSINESS PLAN SUMMARY

VISION

Alberta is the best place in the world to live and do business.

MISSION

To facilitate business and community prosperity.

CORE BUSINESSES

1. **Strategic economic leadership**
   Provide strategic policy and planning input for Alberta's economic development.
2. **Strategic intelligence that drives industry development**
   Facilitate industry growth, trade, and investment.
3. **Positioning and promoting Alberta for tourism, trade & investment**
   Market experiences and develop opportunities.

GOAL 1 SUSTAINABLE ECONOMIC GROWTH AND DIVERSIFICATION IN ALBERTA

Objective 1 To facilitate economic growth and diversification through collaborative strategic planning and policy.

Major Strategies

- Lead the implementation of the cross-ministry Economic Development Strategy and participate in other cross-ministry initiatives that influence the province's prosperity.
- With participation from other ministries, lead the development of an industry driven, value added strategy for the further expansion and diversification of industry in Alberta.
- Assess the drivers of Alberta's competitive position and ensure integrated policies are developed to maintain the Alberta Advantage.
- Monitor and communicate results of long-term trends for the Alberta economy.
- Provide business and economic information in a timely fashion to support our clients in their decision-making processes.

Objective 2 Increase participation of Alberta communities in regional economic development.

Major Strategies

- Based upon the priorities of Alberta communities, facilitate the creation of new regional economic development alliances, and strengthen existing regional alliances throughout Alberta and project-specific alliances in the major metropolitan regions.
- Lead the Economic Development Strategy Cross-Ministry Initiative to develop a collaborative approach to regional economic development that builds on regional goals, priorities, and strengths.
- Provide information and services that assist the development of small Alberta businesses through innovative means such as the Edmonton Business Link, Calgary Business Information Centre, and SuperNet.
- In partnership with Aboriginal organizations, encourage small business development formation.

Key Performance Measures Goal 1:

1. **Gross Domestic Product (GDP)** - The constant-dollar GDP for Alberta (1997 dollars).

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Real GDP ($billion)	118.9	124.7	127.3	132.4	137.7
Percent Growth	5.4	4.9	2.1	4.0	4.0

2. **Cost Competitiveness** - International ranking of cost competitiveness of Alberta cities based on a comparative cost model.

Sectors/Subsectors	Actual 2001		Target 2002	Target 2003	Target 2004
	Calgary	Edmonton			
Food Processing	4	1	Target: To maintain or improve competitive ranking		
Health Care Products & Services					
• Pharmaceuticals	3	1			
• Medical Devices	2	1			
• Biomedical R&D	New for 2002	New for 2002			
Information, Communication and Technology (ICT)					
• Advanced Software	2	1			
• Electronics Assembly	2	1			
• Electronic Product Development/Testing	New for 2002	New for 2002			
Industrial Machinery/Metal Components	4	3			
Plastic Products	4	3			
Specialty Chemicals	New for 2002	New for 2002			

3. **Population included in Regional Alliances** - Assesses the effectiveness of regional alliances.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Population (millions - based on year 2000 population data)	1.2	2.4	2.5	2.7	2.8

GOAL 2 ALBERTA'S ORGANIZATIONS ARE GLOBALLY COMPETITIVE

Objective 1 Increase exports of Alberta value added goods and services.

Major Strategies

- Provide strategic and competitive intelligence, market information, and knowledge to support companies in identifying and accessing marketing opportunities within global target markets.
- Create partnership networks and alliances to increase Alberta-based companies' leverage in target markets.
- Showcase Alberta abroad to support market entry by Alberta exporters.
- Encourage the development of capabilities, products, and services of export-ready Alberta businesses in international markets.
- Support Alberta companies pursuing capital projects financed by International Financial Institutions (IFIs) by promoting an awareness of Alberta within IFIs, providing market intelligence on IFI opportunities, and building industry awareness of IFIs' role in investment and trade.

Objective 2 Increase the competitiveness of Alberta's value added sectors.

Major Strategies

- Facilitate and encourage the development, acquisition or application of business improvement practices and new technology.
- Provide industrial and competitive intelligence to assist Alberta companies in becoming globally competitive.
- Service the growing needs of the ICT sector and other advanced technologies sectors through a co-funding relationship with Alberta Innovation and Science.

Objective 3 Facilitate the growth and expansion of marketable tourism product.

Major Strategies

- Provide information and expertise to facilitate the development /enhancement of new and expanded tourism products.
- Address tourism development issues such as regulation and policy, access to land, and infrastructure.
- Facilitate the preparation of regional tourism strategies with communities and the tourism industry.
- Support the AEDA tourism report recommendations by leading an interdepartmental initiative to position a business climate framework that supports the tourism industry.
- In cooperation with Alberta Community Development, identify a wider range of uses within Provincial Parks / Recreation Areas to include certain types of tourism business opportunities compatible with the size and management intent of the land parcel.

Key Performance Measures Goal 2

1. **Manufacturing and Service Exports** - The value of Alberta's international exports of manufactured goods and services.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Exports ($ billions)	23.5	22.8	23.6	25.5	27.8
Percent Growth	30.4	(3.0)	3.5	8.0	9.0

2. **Manufacturing Shipments** - Total annual value of all manufacturing shipments by Alberta companies to other provinces, countries and within Alberta.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Shipments ($ billions)	42.6	43.6	45.3	48.5	52.1
Percent Growth	18.2	2.3	3.9	7.0	7.5

GOAL 3 ALBERTA IS VIEWED BY THOSE IN OUR PRIMARY MARKETS AS AN ATTRACTIVE PLACE TO LIVE, VISIT, INVEST AND DO BUSINESS

Objective 1 Increase Alberta's share of visitors and revenue from targeted Canadian and International tourism markets.

Major Strategies

- Develop and partner marketing programs in Alberta, nationally and internationally, through Travel Alberta that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council.
- Establish and/or manage cost-effective contracts through Travel Alberta to deliver marketing programs in Alberta, with Tourism Destination Regions and nationally/internationally as required.
- Deliver value added support services to the tourism industry through the dissemination of tourism information, the provision of tourism research, the images resource centre, training support for call centre and visitor information centre staff, and support for the development of publications.

Objective 2 Increase the awareness of Alberta to potential investors, business persons and skilled immigrants in our primary international markets.

Major Strategies

- Market Alberta as a preferred location for new and expanded investment.
- Generate and service investment leads within targeted sectors and markets. Facilitate linkages between Alberta communities and investment leads.
- Increase the number of immigrant investors and skilled workers through the Provincial Nominee Program and the Business Immigration Program.
- Target foreign venture capitalists for direct and indirect investment.

Key Performance Measures Goal 3

1. **Tourism Industry Revenue** - The annual value of all tourism industry revenues in Alberta. This includes expenditures made in Alberta by visitors from overseas, the United States, other Canadian provinces, and residents of Alberta.

Business Plan	Estimate 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Total tourism revenue ($ billions)	4.30	4.26	4.43	4.65	4.84
Alberta revenue as a percent of total Canadian tourism revenue	—	13	13	14	14

2. **Share of Overnight Visitors** - Alberta's market share of Canadian international overnight visitors from Europe, Asia and the United States.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Europe (percent)	13.9	13.8	15.0	16.0	16.5
Asia-Pacific (percent)	16.4	16.1	16.5	17.0	18.0
United States (percent)	6.5	6.3	6.0	6.2	6.6

3. **Manufacturing and Service Industry Investment** - The value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Investment ($ billions)	10.2	9.5	9.5	10.0	10.5
Percent Growth	(5.9)	(6.2)	—	5.5	5.0

BUDGET HIGHLIGHTS FOR 2002-03

- Continue to lead the implementation of the cross-ministry Economic Development Strategy as outlined in Get Ready Alberta.
- Lead the development of an industry driven, value added strategy for the further expansion and diversification of industry in Alberta.
- Implement the revised strategies found in the Strategic Tourism Marketing Plan 2002-03, which takes into consideration the events of September 11, 2001.
- Continue to utilize and expand the sector team approach to promote industry development and work closely with industry stakeholders.
- Continue to implement the strategic goals found in *Alberta's International Marketing Strategy (AIMS), Priority Markets and Sectors* document, which focuses on sector opportunities and geographic highlights in trade development and investment attraction.
- Implement the new departmental strategic direction as developed through the strategic planning process. The outcomes are to better align department activities to the strategic direction and enhance the department's responsiveness and effectiveness.
- Participate in key missions, trade shows and conferences.
- The Ministry's budget is $51 million which includes:
  - $3 million for Strategic Economic Leadership;
  - $19 million for Tourism Marketing and Development;
  - $13 million for Trade Development;
  - $2 million for Investment and Trade Promotion;
  - $8 million for Industry and Regional Development;
  - $2 million for Information Management and Dissemination; and
  - $4 million for general ministry support functions.

MINISTRY
STATEMENT OF OPERATIONS BY PROGRAM
(thousands of dollars)

	2002-03 Estimates	Comparable 2001-02 Forecast	Comparable 2001-02 Budget	Comparable 2000-01 Actual
REVENUE				
Internal Government Transfers				
Contribution from Lottery Fund	**14,100**	-	-	-
Transfers from Government of Canada				
Various	**29**	214	214	143
Other Revenue				
Various	**150**	750	750	1,252
Ministry Revenue	**14,279**	964	964	1,395
EXPENSE				
Program				
Ministry Support Services	**4,173**	4,064	4,064	3,610
Strategic Intelligence	**22,733**	22,166	22,679	21,450
Positioning and Promoting	**21,193**	21,543	21,543	22,027
Strategic Economic Leadership	**3,278**	3,169	3,169	3,087
Valuation Adjustments and Other Provisions	-	-	-	186
Ministry Expense	**51,377**	50,942	51,455	50,360
Gain (Loss) on Disposal of Capital Assets	-	-	-	(186)
NET OPERATING RESULT	**(37,098)**	(49,978)	(50,491)	(49,151)

DEPARTMENT
STATEMENT OF OPERATIONS
(thousands of dollars)

	2002-03 Estimates	Comparable 2001-02 Forecast	Comparable 2001-02 Budget	Comparable 2000-01 Actual
REVENUE				
Internal Government Transfers				
Contribution from Lottery Fund	14,100	-	-	-
Transfers from Government of Canada				
Various	29	214	214	143
Other Revenue				
Various	150	750	750	1,252
Total Revenue	14,279	964	964	1,395
EXPENSE				
Program				
Voted				
Ministry Support Services	4,173	4,064	4,064	3,610
Strategic Intelligence	22,733	22,166	22,679	21,450
Positioning and Promoting	21,193	21,543	21,543	22,027
Strategic Economic Leadership	3,278	3,169	3,169	3,087
Total Voted Expense	51,377	50,942	51,455	50,174
Statutory				
Valuation Adjustments and Other Provisions	-	-	-	186
Total Voted and Statutory Expense	51,377	50,942	51,455	50,360
Gain (Loss) on Disposal of Capital Assets	-	-	-	(186)
NET OPERATING RESULT	(37,098)	(49,978)	(50,491)	(49,151)

CHANGE IN CAPITAL ASSETS

New Capital Investment	-	-	-	360
Less: Disposal of Capital Assets	-	-	-	(186)
Less: Amortization of Capital Assets	(217)	(171)	(171)	(65)
Increase (Decrease) in Capital Assets	(217)	(171)	(171)	109

MINISTRY
FULL-TIME EQUIVALENT EMPLOYMENT

	2002-03 Estimates	Comparable 2001-02 Budget
Department	194	190
Total Full-Time Equivalent Employment	194	190